



DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY ARMOR CENTER AND FORT KNOX
FORT KNOX KENTUCKY 40121-5000

REPLY TO
ATTENTION OF:

ATZK-S (385)

27 May 2003

MEMORANDUM FOR

Commanders, All Units Reporting Directly to This Headquarters
Commanders, Fort Knox Partners in Excellence
Directors and Chiefs, Staff Offices/Departments, This Headquarters

SUBJECT: Thunderbolt Six Policy Memo No. 40-12 - Risk Management

1. References.

- a. TRADOC Reg 385-2, TRADOC Safety Program, 27 Jan 00.
- b. TRADOC Reg 350-70, Systems Approach to Training Management, Processes, and Products, 9 Mar 99.
- c. FM 100-14, Risk Management, 23 Apr 98.

2. The Armor Center and Fort Knox conducts rigorous realistic training that is inherently dangerous. We daily expose personnel and equipment to hazards, that if not controlled or eliminated, can result in accidental losses. The process we use to prevent accidents is risk management, whereby we create an operational climate that promotes mission accomplishment without undue risk.

3. Risk management effectiveness depends on two critical elements. First, leaders must understand the process; and second, there must be a system in place to effectively deal with mission or activity risk levels due to changes in circumstances or conditions. This requires that risk management training be imbedded in each unit's training schedule and that risk management be a continuous process throughout every mission from start to finish. There must be leadership presence at all high-risk and moderate-risk training events.

4. Risk management must be institutionalized in all Armor School products and training courses. I want all soldiers graduating from the Armor School to be proficient in assessing and managing risk in training and operational environments.

ATZK-S

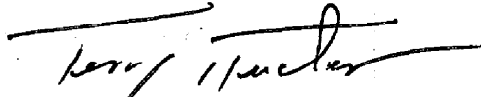
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5. The authority for making risk decisions must be understood and enforced. Since there are times when we must accept risk in order to complete the mission there are clearly established guidelines on who can sign/approve risk assessments. Fort Knox risk decision acceptance authority is as follows:

- a. Extremely High Risk - TRADOC CG, DCG, or CofS.
- b. High Risk - Installation Commander.
- c. Moderate Risk - O-6 level Brigade or Regimental Commander or Director and Commandant NCOA. This authority will not be delegated.
- d. Low Risk - O-5 level Commander. This authority may be delegated to the next lower level.

6. Risk management allows us to operate successfully in the high risk environment associated with training at the Armor Center; while at the same time teaching soldiers in training that risk management is not a separate program but a routine part of professionally planning and executing operational missions.

FORGE THE THUNDERBOLT!



TERRY L. TUCKER
Major General, USA
Commanding

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